III. ACADEMIC COUNCIL

We recommend the organisation of an Academic Council to consist of the presiding officers of the minor faculties, ex officio, and two representatives from each minor faculty elected as follows: One representative shall be elected in May of each year to serve for two years from the date of election; provided, however, that two representatives shall be elected in January, 1903, one to serve for one year and the other to serve for two years from the following May. The dean of the Graduate School and the dean of Lower Division work shall also be members of the Academic Council.

The duties of the Academic Council shall be deliberative and advisory. To it shall be referred for consideration and report to the General Faculty all new motions involving academic policy. It shall be charged with the consideration of academic problems involving the relation of colleges and schools to each other and the scholastic interests of the University as a whole. It shall hold regular meetings within the week immediately preceding the regular meeting of the General Faculty. It shall elect its own chairman and conduct its business as it may determine.

Respectfully submitted,

COMMITTEE ON ORGANIZATION OF THE FACULTY

J. D. Barnett; C. V. Boyer; Calvin Crumbaker; Andrew Fish; W. E. Milne; Victor P. Morris; S. Stephenson Smith; Carlton E. Spencer; O. F. Stafford; H. G Townsend, Chairman.

DR. GILBERT ELECTED TEMPORARY CHAIRMAN. It was moved by Dean Allen, seconded by a member of the faculty, and unanimously passed that Dr. Gilbert represent the faculty in developing the organisation of the Academic Council and act as temporary chairman until the Council is finally organized.

RESOLUTION AFFECTING CIVIL LIBERTIES. It was moved by Professor Charles G. Howard, seconded by a member of the faculty, and unanimously passed that the following resolution affecting civil liberties of faculty members be referred through the Chancellor to the State Board of Higher Education.

"WHEREAS, the Board of Regents of the University of Oregon on June 15, 1863 adopted the following legislation:

'That if any professor or teacher of the University shall become a candidate for any public office, or for a nomination thereto, or be a delegate to any political convention, or openly seek a nomination thereto, he should be taken and considered as having resigned his position as such professor or teacher, as the case may be.'

"AND WHEREAS, various petitions have been presented to the Administration of the University of Oregon for the repeal of this legislation, but due to changes in administration and organization no action has ever been taken;

"AND WHEREAS, the Faculty of the University of Oregon is of the opinion that all matters pertaining to the political activity of its members should be left to the sound discretion of each individual member, and the faculty is further of the opinion that any attempt to coerce or deprive a member of the staff of a state school of his political privileges, is inimical to educational standards, and inconsistent with the free activities of an American citizen;

"AND WHEREAS, such legislation is inconsistent with the spirit of recent legislation of the State Board of Higher Education adopted July 18 and amended September 6, 1932, wherein the State Board pronounced that as a matter of policy said Board would in no way interfere with the free public expression of opinion by the members in its faculty or otherwise on its payroll save and except such opinion should not officially commit the said Board;

"AND WHEREAS, the faculty is further of the opinion that it is particularly desirable for some representative of the institution to be active in local governmental affairs, in view of the large public interests of the state which are affected by local government;
"AND WHEREAS, the faculty is convinced that under some circumstances, the expert opinion and cooperation of faculty members in civic affairs would contribute largely to the general community welfare;

"AND WHEREAS, upon investigation, a report of which is attached hereto as Exhibit A, the University of Oregon is found to be the only state supported institution in the United States functioning under like legislation, and that members of the faculty of other state universities and colleges occupy civil and political positions, such as School Board members, city councilmen, etc.,

"BE IT THEREFORE RESOLVED: That the faculty of the University of Oregon, here duly assembled, by and through the Chancellor, do request that the State Board of Higher Education of the State of Oregon repeal the above legislation to the end that all political and civil disabilities of the members of the Faculty of the University of Oregon be removed.

"Respectfully submitted,

Charles G. Howard, for American Association of University Professors."

"EXHIBIT A. Tabulations of Information from State Universities and Colleges Concerning Political and Civil Liberties of Faculty Members.

<table>
<thead>
<tr>
<th>Universities Reporting</th>
<th>Does Similar Legislation Exist?</th>
<th>Have Faculty Members Occupied Public &amp; Political Positions &amp; Do They Now Occupy Such Positions?</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Oregon State College</td>
<td>No</td>
<td>Yes 1. Faculty Members are members of City Council. Information not official. Given orally from reliable source.</td>
</tr>
<tr>
<td>3. University of New Hampshire</td>
<td>No</td>
<td>Yes 1. Registrar a member of State Legislature. 2. Member of Town Council. 3. Member of State Constitutional Convention. 4. Deputy Commissioner of Agriculture.</td>
</tr>
<tr>
<td>5. University of California</td>
<td>No</td>
<td>Yes 1. Health Officer of City. 2. Members of School Board.</td>
</tr>
<tr>
<td>6. University of Idaho</td>
<td>Not expressly</td>
<td>Yes 1. Members of Town Council. It seems to be the unwritten law that faculty members do not become candidates for political offices. 2. President of Chamber of Commerce.</td>
</tr>
</tbody>
</table>
FACULTY COMMITTEE REQUESTED. It was moved by Dr. E. B. Mittelman, seconded by a member of the faculty, and unanimously passed that Chancellor Kerr appoint a committee of the faculty to determine whether legislation passed by the State Board of Higher Education prohibits members of the faculty from attending the legislature and advising members on matters of particular interest to various individuals. The following committee was appointed by Chancellor Kerr: Dr. E. B. Mittelman, Chairman; Dr. James D. Barnett; Dr. C. L. Huffaker.

There being no further business, the meeting adjourned.

EARL M. PALLETT, Secretary

Wednesday, January 11, 1933

REGULAR MEETING OF THE FACULTY

The meeting was called to order by Dr. Gilbert. A quorum being present, the following business was transacted. The minutes of December 7 were read and approved.

ASSEMBLY COMMITTEE. It was moved, seconded, and passed that Chancellor Kerr be asked to appoint a committee to investigate the possibility of restoring a regular time for assembly. The following committee was appointed: Dr. Sheldon, Chairman, Mr. Onthank, Professor Adams, Dr. Pallett.

ORIGIN OF COMMITTEES. Professor Spencer, secretary of the Academic Council, presented a motion requesting the Secretary of the Faculty to make a list of the faculty committees which have their origin with the faculty. This motion was seconded and passed. This list was included in the Faculty Bulletin, January 27, 1933.

FACULTY FLOWER FUND. It was moved, seconded, and passed that the faculty contribute twenty-five cents or more apiece toward the faculty flower fund.

CANDIDATES FOR DEGREES. The Registrar reported that the following students had fulfilled all scholastic and academic requirements for degrees.

BACHELOR OF ARTS

George Francis Brimlow
Catharine Louise Clark
Mildred Collins
John Stanski Conway
Willis Scott Dunaway

Abraham Laurence Goldstein
Louise Chapin Harris
Carl H. Lenke
Sara Zuten
John E. Reed
It was moved, seconded, and passed that the students named be recommended to the State Board of Higher Education for the degrees indicated.

There being no further business, the meeting adjourned.

EARL M. PALLETT, Secretary

Wednesday, February 1, 1933

REGULAR MEETING OF THE FACULTY

The meeting was called to order by Dr. Boyer. A quorum being present the following business was transacted. The minutes of January 11 were read and approved.

MEDICAL SCHOOL INCLUDED IN ACADEMIC COUNCIL. The following motion was presented by Professor Spencer, seconded by a member of the faculty, and passed:

"That the report of the committee on Faculty Organization adopted by, and made a legislative enactment of, this Faculty on December 7, 1932, providing for the organization of minor faculties and of the Academic Council, be amended by inserting the words "Medical School" after the word "Law" in line 3 of Section II, thus including the Medical School in the minor faculties which are represented in the Academic Council."

There being no further business, the meeting adjourned.

EARL M. PALLETT, Secretary
Wednesday, March 1, 1933

REGULAR MEETING OF THE FACULTY

The meeting was called to order by Dean Morse. A quorum being present the following business was transacted. The minutes of February 1 were read and approved.

REPORT OF ASSEMBLY COMMITTEE. Dr. Sheldon reported that the Assembly Committee, appointed for the purpose of investigating the possibility of setting aside a definite time for assemblies, wished to present the following motion:

"That the faculty favors the policy of having a limited number of assemblies during each term but that such assemblies be so distributed throughout the week days and the available hours that any single class shall suffer but one interruption for each term and that this principle be modified only in case of some emergency."

This motion was seconded and passed.

There being no further business, the meeting adjourned.

[Signature]

EARL M. PALLETT, Secretary

Monday, April 3, 1933

SPECIAL MEETING OF THE FACULTY

The meeting was called to order by Chancellor Kerr. A quorum being present, the following business was transacted. This being a special meeting, the reading of the minutes of March 1 was dispensed with.

ADDRESS BY CHANCELLOR KERR. Dr. Kerr brought to the attention of the faculty the present financial situation in the State System of Higher Education, pointing out the necessity for retrenchment and recommending certain policies which should be followed in the preparation of the budgets for the coming fiscal year.

There being no further business, the meeting adjourned.

[Signature]

EARL M. PALLETT, Secretary

Wednesday, April 5, 1933

REGULAR MEETING OF THE FACULTY

The meeting was called to order by Dean Morse. A quorum being present, the following business was transacted. The minutes of the meetings held March 1 and April 3 were read and approved.

BUDGETARY REDUCTIONS. It was moved by Professor Noble, seconded by a member of the faculty, and passed that the Advisory Council shall receive, examine, and transmit to the proper authorities such suggestions regarding budgetary savings as shall be made in writing by members of this faculty.

FACULTY RECOMMENDATIONS IN REGARD TO ACADEMIC REQUIREMENTS. The faculty then adopted an order of business for considering the recommendations from the Academic Council affecting revised rules and regulations.
It was moved by Dean Boyer and seconded by a member of the faculty that the following statement appear at the beginning of the list of academic regulations:

"Registration Procedure. After obtaining registration material supplied by the Registrar, each student reports to the dean of the school or college in which his designated principal interest lies. Students designating no such principal interest report to the Dean of Lower Division. The Dean will assign the student to an adviser who will thereafter assist in the proper preparation of the study programs."

It was moved by Dean Smith and seconded by a member of the faculty that the regulation be laid on the table for action at a later meeting, pending the time when certain material bearing on lower division organization be submitted to the faculty. This motion was lost.

It was moved by Dr. Barnett and seconded by a member of the faculty that the matter be referred to the Rules and Regulations Committee of the Academic Council plus Dean Smith for reconsideration. Motion lost.

Amendment proposed by Dr. Reboc and seconded by a member of the faculty that the following statement be inserted in the next to the last sentence after the word interest:

"... , students not planning to continue in college beyond the lower division years, students on probation or of doubtful standing for any reason shall" (report to the Dean of Lower Division.)

The amendment was lost. Question was called for and the original motion was passed.

It was moved by Dean Boyer, and seconded by a member of the faculty that Regulation number 14, sub-section (4), as stated in the printed edition of "Academic Regulations" be changed to read as follows:

"English Composition: 9 term hours unless excused. Students with a decile rating of 9 or 10 will normally be held for only six term hours. Any student whose work meets the standard aimed at may, at the end of any term, with the consent of the chairman of the Department of English, be excused from further written English."

After some discussion this motion was seconded and passed.

Dean Boyer moved the adoption of the Council's recommendation affecting Regulation 14, sub-section 8a, dealing with the group requirements and reading as follows:

"Freshmen and Sophomores not registered in a professional or technical school must have completed at least 9 approved term hours in each of three groups. Group I courses are those belonging in the field of the College of Arts and Letters: Group II courses are those belonging in the field of the College of Social Sciences: Group III courses are those belonging in the field of the School of Science. Courses fulfilling the foregoing requirement are numbered 100-110 or 200-210. In addition to fulfilling the groups as above, such students must have completed nine additional approved term hours in courses numbered 200-210 in any one of the groups."

The motion was seconded.

Dean Smith moved as a substitute that the recommendation be laid on the table pending the distribution to the faculty of certain mimeographed material bearing on the lower division organization. The motion was lost.

The chair then called for the vote on the original motion affecting the adoption of paragraph (a) of the recommendation affecting the group requirement. The motion was carried.

It was moved, seconded and carried that the faculty adjourn until four o'clock Thursday afternoon to resume the consideration of the Council's recommendations beginning with paragraph (b) affecting group requirements for technical schools.

EARL M. PALLET, Secretary
SPECIAL MEETING OF THE FACULTY

The meeting was called to order by Dean Morse. A quorum being present, the following business was transacted.

FACULTY RECOMMENDATIONS IN REGARD TO ACADEMIC REQUIREMENTS. It was moved by Dean Boyer and seconded by a member of the faculty that academic regulation Number 14, sub-section 3b, be modified to read as follows:

"Freshmen and sophomores registered in one of the technical or professional schools, including those who designate the intention of studying law, must complete a year-course of at least nine term hours in each of two of the three groups, such courses to be selected from those numbered 100-110 or 200-210."

Motion carried.

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that academic regulation number 15, sub-section 2 (e), be changed to read as follows:

"For B.A.: 36 hours in Arts and Letters, including work in a foreign language subsequent to high-school graduation, as follows: two years if preceded by two or more years of one language in high school, or three years if not preceded by at least two years of one language in high school."

Motion carried.

It was moved by Dean Boyer and seconded by a member of the faculty that the title of regulation number 2 be changed to read "Admission to Class." This motion carried.

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that paragraph (d) of Regulation 3 be changed to read: "... the Academic Requirements Committee has authority to make such adjustment..."

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that the following be added to Regulation 4:

"Where any course (lower or upper division) is so administered that additional credit may be earned by supervised additional work of specified quality, the student shall be registered for the scheduled hours in the course and also be registered for work in related 305, 405, or 505 courses, credit hours for the latter to be designated at the time of reporting grades. Freshman and sophomore courses coming under this provision shall be designated with the number 305. All courses with flexible credit as above specified shall appear in the printed schedule with the designation 'credits to be arranged.' Certain approved courses in foreign language, the calculus course, etc., shall be numbered so that either lower division or upper division credit may be given."

Motion carried.

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that paragraph (a) of Regulation 5 be changed to read:

"... 19 term hours per term without the approval of the Academic Requirements Committee and the Dean..."

Motion carried.

It was moved by Dean Boyer, seconded by a member of the faculty, and passed, that Regulation 6, paragraph (e), be changed by adding the sentence:

"The meaning of the term 'Elective office' shall be interpreted by the Scholarship Committee."

Motion carried.

It was moved by Dean Boyer, seconded by a member of the faculty, and passed, that paragraph (h) be added to Regulation 6:

"Students with records indicating poor scholarship transferring from other institutions, if accepted at all, shall enter on probation."

Motion carried.

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that Regulation 7, paragraph (a), be changed by adding W to the list of grades.

Motion carried.

It was moved by Dean Boyer, seconded by a member of the faculty, and passed, that Regulation 7, paragraph (b), be deleted.
It was moved by Dean Boyer, seconded by a member of the faculty, and passed, that paragraph (d) of Regulation 7 be changed to read:

"An instructor may move to correct a grade erroneously given by filing a petition with the Scholarship Committee."

It was moved by Dean Boyer, seconded by a member of the faculty, and carried, that Regulation 8 be changed in the first two lines to read:

"When a student, because of reasons acceptable to the instructor, has failed to complete some minor but essential requirement..."

It was moved by Dean Boyer, seconded by a member of the faculty, and passed, that Paragraph (a), Regulation 9, be changed to read: "...by the close of the third term..."

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that Regulation 9, Paragraph (b), be deleted.

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that Regulation 11 be deleted.

It was moved by Dean Boyer, and seconded by a member of the faculty that Regulation 12 be changed to read: "...completed at least 12 hours with a grade-point average of 2.50 or above." After some discussion it was moved by Dr. Ernst, seconded by a member of the faculty, and passed, that Regulation 12 read as follows:

"...completed at least 12 hours with a grade-point average of 2.50 or above."

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that Regulation 14, sub-section (1), be changed to read:

"Term hours, minimum 93 to 102 depending upon the requirements of the school in which registration is made."

It was moved by Dean Boyer, and seconded by a member of the faculty that Regulation 15, sub-section (2) be changed to read as follows:

"Term hours: Minimum 186 to 204 as may be specified by the school or college in which major work is done."

It was moved by Dr. Wright and seconded by a member of the faculty that Regulation 15, sub-section (2) (b), be referred back to the committee. This motion failed to carry.

It was moved by Dr. Townsend, seconded by a member of the faculty, and passed that the following regulation be substituted for sub-section (2) (b) of Regulation 15:

"A minimum of 62 hours in upper division courses, except that only 45 such hours are required of majors in the professional or technical schools."

It was moved by Dr. Jameson, and seconded by a member of the faculty that Regulation 15, sub-section (2) (c), be changed so that 36 hours of upper division work must be taken within a major department. This motion failed to carry.

It was moved by Dean Boyer, seconded by a member of the faculty, and passed, that Regulation 15, sub-section (5), be changed to read:

"Dean's Recommendation: In addition to other requirements the student must have fulfilled requirements of his major school and department and must be recommended by the dean of his school."

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that Regulation 17 be changed to read:

"A candidate for a degree must file an application for graduation during the first week of the term preceding the term in which he expects to graduate."

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that Regulation 18 be changed to read:
"Although a student may graduate in September, January, or June, formal commencement exercises are held only in June. No student is permitted to graduate or participate in commencement exercises unless his graduation requirements have been met fully including any financial indebtedness to the institution."

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that Regulation 19 be changed to read:

"Not more than sixty term hours of correspondence study may be applied toward a degree. Not more than forty-five term hours in nursing education may be applied toward a degree. Not more than forty-eight term hours of law or medicine may be applied toward any degree other than the professional law and medical degrees. Not more than twelve term hours of applied music may count toward any degree other than the Bachelor of Music degree."

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that Regulation 21, paragraph (a), be changed to read:

"A student wishing credit for work done other than in an accredited educational institution must petition the Committee on Academic Requirements for permission to take examinations in specified courses as listed in the catalogue. In no case may such examinations be based on work done in high school prior to high school graduation. A student becomes ineligible for such examination after having completed four terms in residence. Credit by examination in general is allowed only for work taken in regularly organised courses in non-accredited institutions of collegiate rank."

It was moved by Dean Boyer, and seconded by a member of the faculty that paragraph (c) of Regulation 23 be deleted. This motion failed to carry.

It was moved by Dean Boyer, seconded by a member of the faculty, and passed that the title of Regulation 24 be changed to "Withdrawal from School."

It was moved by Dean Gilbert, and seconded by a member of the faculty that the academic regulations as modified be adopted by the Conference Committee as an expression of the wishes of the faculty. Motion carried.

Upon motion of Dr. Townsend, the meeting adjourned until Monday at four o'clock.

E. B. MAUDE, Secretary

Monday, April 10, 1933

SPECIAL MEETING OF THE FACULTY

The meeting was called to order by Dean Horse. A quorum being present, the following business was transacted.

REPORT OF ADVISORY COUNCIL. Dr. Townsend, as representative of the Advisory Council, reported to the faculty on the conclusion reached by the Advisory Council in regard to possible savings in the State System of Higher Education as brought to the attention of the Council by members of the faculty.

"Following instructions as recorded in the vote of the University Faculty of April 5, 1933, the Advisory Council respectfully submits the following report:

"INTRODUCTION"

"Between last Thursday afternoon and the following Sunday morning the Council received from various faculty members more than one hundred suggestions of ways of saving money in the State System of Higher Education. If each of these suggestions for saving money were to be put into effect and were to save as much as was hoped by the proponent, the direct sum of the savings during the next biennium would be a large fraction of the total budget. If the Council were to continue to receive suggestions at the same rate for the next month or two, the entire budget might be saved."
"If, however, the whole sheet of suggestions is brought together into a single pattern and program the probable savings shrink to much smaller proportions. The Council finds, for instance, that though instructors A and B agree perfectly in their desire to save, they may differ rather fundamentally in ways of saving. A would save by dropping B; and B would save by dropping A. Clearly this is not a problem in simple addition. Moreover, the Council observes that some of the proposals were made without a realization of the far-reaching effects which would be involved in the change. The suggestion, for example, of reducing the three terms to two would quite certainly reduce the cost of registration and record in the long run but the probable savings for the next two or three years would be almost entirely wiped out by the increased cost of new printing and the labor involved in translation of records. And finally, some of the proposals were repeated again and again whereas the saving could be made, if at all, only once.

"A CLASSIFICATION OF THE PROPOSALS EXAMINED"

"The Council was, therefore, faced with the necessity of weighing the proposals in addition to counting them. Upon examination it was discovered that the proposals fell easily into three main classes. — (a) PERSONAL SAVINGS (b) INSTITUTIONAL SAVINGS (c) FUNCTIONAL SAVINGS. We consider each of these in turn.

"(a) PERSONAL SAVINGS"

"This is a class of proposals primarily involving persons. For example, the claim that A receives more than his services to the institution are worth, or that B should be discharged because he is a bachelor, we have classified as 'personal'. The number of these proposals was 24. Behind some of them there may be a private grievance or a feeling of injustice. Yet, even so, they are not to be dismissed too lightly. The feeling of injustice may be well founded and when it is well founded the social health of an institution is undermined. The small number of proposals in this class, however, is worthy of note. The Council believes that this fact is significant of a healthy and unified faculty.

"It is further worthy of remark that most of the savings already put into effect have been at the expense of persons. That vein of gold is almost exhausted. Such savings as may yet be made by taking money from the teashore should be the very last resort. We, therefore, recommend that any further reductions of salary or rates amounting to that, such as enforced leaves of absence during the regular session, be postponed until the amount of further deficit can be exactly ascertained by the Board, and that if such leaves of absence become absolutely necessary, the faculties of the respective institutions be consulted as to method.

"(b) INSTITUTIONAL SAVINGS"

"By 'institutional' we mean to indicate a class of proposals to save money by economies within an institution as such. For example, the proposal to close the Normal School at Monmouth, or the proposal to eliminate duplication of courses in two or more departments at the University are in this class. There were 19 such proposals. Of this number one proposed savings at Monmouth and two proposed savings at Oregon State College. The remaining sixteen applied to our own campus at Eugene. On such evidence no one can doubt that the proposals were made in good faith. Some of the savings proposed at the University had to do with the care of buildings and grounds; some with the use of buildings. The Council is convinced that if there are any small buildings, such as the Social Science House, the History House, or the Dispensary, now occupied by people who could be accommodated in Friendly Hall, such buildings should be closed during the emergency in order to save light, heat, and service. The suggestion that class rooms or class buildings be closed does not seem to the Council to promise any saving. The number of classes is not reduced very much by the falling registration and the cost of moving and readjustment would offset any saving on heat, light, and service.

"Four suggested that surplus housing facilities be drawn upon as part compensation in the case of young and/or unmarried instructors. The Council considers this important. We, therefore, recommend that wherever there are unoccupied rooms or suites of rooms in the dormitories belonging to the different institutions they be made available for the use of faculty members as partial compensation for salary reductions."
"Eight mentioned, more or less specifically, duplication of courses in the University. The Council is convinced that duplication should be avoided but it had not sufficient data to justify specific recommendations. What seems to be a duplication in title or subject-matter may on closer scrutiny either be no duplication in fact or at least an unavoidable duplication. Nevertheless, we recommend that deans should yield at every possible point where they can avail themselves of a service course in some established part of the University.

"(c) FUNCTIONAL SAVINGS

"Of the classes of proposals mentioned above, the third and final one we call 'functional'. In this class we include suggestions involving the relative importance of different aspects of the system of higher education. The number of suggestions in this class received by the Council was 57. In our analysis of this class we have followed the divisions used by the Oregon State Board of Higher Education and published in their Biennial Report for 1931-32:

- General
- Administration
- Instruction
- Research
- Physical Plant
- Capital Outlay
- Extension

"Of these seven functional distinctions there was a unanimous agreement among those who offered suggestions that the one for which all others exist is Instruction. Let no one say that such an opinion coming from instructors is just a piece of special pleading and class prejudice, for no one who considers the matter with any candor, whether he be an instructor, or a dean, or an outsider altogether will dispute the truth that a school is founded and maintained for the purpose of teaching. We believe that this position is unassailable. It was not always entirely clear to the Council as to precisely what details of expenditure had been included under any one of these main categories. But as we were unable to break them down by further analysis we accepted them in the usual interpretation. We consider each in order.

"(c) 1. General

"It is difficult to say just how much of the grand total of $636,865.00 under this section is indispensable to instruction. Such analysis as we are able to make, however, leads us to conclude that a very great reduction in this budget is possible without injuring the central task of teaching. We find that the cost of libraries is included in this budget. The library is essential to instruction and must be maintained. There should be no further reduction in appropriation for libraries. Next to libraries in importance is probably the health service. This is a self-sustaining service and no further cutting of that item should be made. Of the remaining items, however, no effort should be spared to save every last dollar possible.

"The cost of 'Public Functions' should be reduced to the barest minimum.

"Information service should be radically curtailed. The proposed budget for the next biennium for Public Information is higher than that of any department of instruction in Social Science or Science and higher than any departments in Arts and Letters excepting only English. The proposed budget for Public Information is $10,000 more than all costs of Science on the Eugene campus. It is twice as much as the Law School budget, more than three times the entire cost of Journalism. In all, twenty-one departments and schools on the Eugene campus receive less than Public Information. In the light of the present crisis we believe that there is no justification for spending $74,755 on informational service.

"Student Welfare Service should be drastically reduced within the limits of bare necessity. Whatever difference of opinion there may be in normal times over the merits and demerits of this function in our institutions, in these times a large proportion of the budget for Student Welfare should be sacrificed if necessary to preserve the fundamental work of instruction.

"(c) 2. Administration

"The administrative costs do not seem to the Council to be excessive. There are, however, some items which should be closely examined. It may be that savings can be made by avoidance of overlapping in administrative functions and requisitions. If two or more deans or other administrative officers have overlapping jurisdictions and budgets, the facts should be ascertained and the over-
lapping eliminated. No sham savings should be made in administration by transferring items from administration to instruction, as in the case of telephone service and the like.

"(c) 3. Instruction

"Savings under the head of instruction can be made only by further reduction in staff or in the per-student costs. Studies have been made and charts provided to show that the per-student costs of instruction in the schools and colleges vary within the system from $188 to $882. We recognize that in some fields of instruction the cost must be higher than in others. Nevertheless, any further reduction in instruction costs should be in the direction of equalizing per-student costs. As a basis for such a calculation larger units should be compared with larger units. There must be many minor inequalities in cost of instruction varying from year to year as student habits change. In equalizing costs such small variations should be disregarded in the interest of preserving a unified field of instruction; but it may well be that whole divisions of the system are costing too much in comparison with other whole divisions. While we recognize the need of a justification of courses with a small enrollment we recommend that all standard upper division and graduate courses necessary to preserve the field of learning in which they appear be continued on their present basis and efficiency even if, momentarily, the cost is slightly increased.

"(c) 4. Extension

"This category is fairly well understood and the work done in extension is widely appreciated. Wherever the extension work is a vital and organic part of the central task of instruction in any one of the major institutions we believe it should be maintained at a maximum level of efficiency. General extension teaching is five-eighths self-supporting. Since 1930 appropriations for general extension have been reduced by more than thirty per cent. If the more specialized extension work were to be reduced in like proportion, there would be a saving during the next biennium of $268,302. We recommend that no unassigned state funds be expended during the next biennium for agricultural extension.

"The Radio Broadcasting Station should be leased for whatever it will bring, or completely abandoned in order to save its budget for the purposes of regular institutional instruction.

"(c) 5. Research

"This is an important budget and vitally connected with instruction. The amount of money available for advanced study of this character in the field of social science and the humanities has already suffered a reduction of more than 58 per cent. If other lines of research were to take a similar cut, there would be a saving for the next biennium of $237,000. We recommend that no unassigned state funds be expended during the next biennium for agricultural research.

"(c) 6. Physical Plant

"(c) 7. Capital Outlay

"On these two items we have no recommendations.
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